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2 April 1964

MEMORANDUM FOR: The Inspector General

ATTENTION:

Mr. [REDACTED]

25X1A

SUBJECT:

Professional Attrition in DDI Offices

REFERENCE:

Memorandum from Inspector General to  
Director of Personnel, Same Subject,  
Dated 19 March 1964

1. As far as we can determine the figures on DDI attrition contained in the above reference are undoubtedly correct. We have checked with OCR, ORR and OCI (for comparative purposes) and although there are minor discrepancies in the statistics, these are not considered significant to the problem raised. We, therefore, have a responsibility to explain the reasons for a higher attrition rate in the DDI and especially in ORR and OCR.

2. First, it should be noted that the higher rates in ORR and OCR account largely for the higher rate in the DDI. If ORR and OCR personnel are removed, the DDI attrition rate falls from 4.5 to 3.3, which is quite close to the Agency average of 3.1. Our problems are therefore isolated in OCR and ORR. There are reasons in common for their higher attrition, and also reasons unique to each office.

3. In both offices there are relatively high proportions of females to males among the junior analysts. The following chart shows this relation in these two offices as compared to OCI. It can be seen that there is a consequent higher attrition rate accounted for by the number of female analysts who resign because of family responsibilities.

Office	Male/Female Ratio	Attrition for Family Responsibilities
ORR	.52	27%
OCR	.85	33%
OCI	3.2	12%

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While one may wish to quarrel with OCR and ORR for hiring so many female analysts of marriageable age, both offices have been forced to hire females because they have not been able to secure enough male analysts of comparable quality.

4. Within OCR, and again explained by its young population of junior analysts, 27% of its attrition is attributed to personnel returning to school, and 10% going into military service. Many of the analysts, realizing the relatively low grades of OCR analyst jobs, either transfer to other offices or resign to do graduate work and better their advancement possibilities.

5. Within ORR, a relatively high percentage (23%) of the employee attrition is attributable to retirement, either of an optional or mandatory nature. This is because of the relatively older population in ORR.

6. A major reason for attrition in ORR is the offer of other jobs on the outside. This accounts for one-third of ORR's attrition. Apparently the demand for economists is especially high among universities, business and other government agencies. (Although perhaps somewhat exaggerated but nonetheless typical is the remark by one government agency that CIA was a wonderful training and recruiting ground for them. The remark was made when they successfully took one of our GS-14 economists for a GS-15 position.) Looked at in the context of competition for scarce professional talent, ORR's attrition does not seem unreasonable. Referring to the table accompanying the reference we see that ORR's attrition compares favorably to that in other offices having professions or personnel in high demand:

<u>Group</u>	<u>Attrition</u>
JOT	6.6
Personnel	7.2
Medical	11.7
ORR	6.5

Lower attrition appears to take place in offices, such as Communications, Security, and the DDP, where employees perform unique work not having as great a demand on the outside.

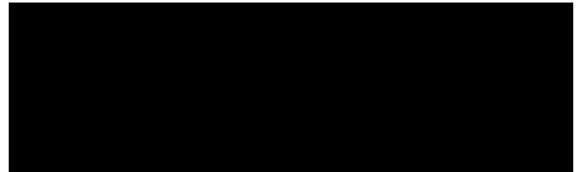
7. The attrition problem is one that we are well aware of. Various solutions have been instituted to keep

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the attrition as low as possible. While we believe that the responsibility for keeping turnover down rests primarily in the DDI we are always receptive to new approaches from the Director of Personnel or other interested offices.

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Assistant for Personnel  
O/DD/I

cc Director of Personnel

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